

# Commanders

## COMMANDERS

Past . . .



**Col. Roy H. Lynn**  
October 1948 - July 1949



**Col. Travis M. Hetherington**  
July 1949 - January 1951



**Brig. Gen. Roy H. Lynn**  
February 1951 - February 1953



**Brig. Gen. Harold H. Bassett**  
February 1953 - January 1957



**Maj. Gen. Gordon A. Blake**  
January 1957 - August 1959



**Maj. Gen. John Ackerman**  
August 1959 - September 1959



**Maj. Gen. Millard Lewis**  
September 1959 - August 1962



**Maj. Gen. Richard P. Klocko**  
September 1962 - October 1965



**Maj. Gen. Louis E. Coira**  
October 1965 - July 1969



# Commanders



**Maj. Gen. Carl W. Stapleton**  
July 1969 - February 1973



**Maj. Gen. Walter T. Galligan**  
February 1973 - May 1974



**Maj. Gen. H. P. Smith**  
May 1974 - August 1975



**Maj. Gen. Kenneth D. Burns**  
August 1975 - January 1979



**Maj. Gen. Doyle E. Larson**  
January 1979 - July 1983



**Maj. Gen. John B. Marks**  
July 1983 - April 1985



**Maj. Gen. Paul H. Martin**  
April 1985 - August 1989



**Maj. Gen. Gary W. O'Shaughnessy**  
August 1989 - May 1993



**Maj. Gen. Kenneth A. Minihan**  
May 1993 - October 1994



**Maj. Gen. John P. Casciano**  
October 1994 - January 1996



**Maj. Gen. Michael V. Hayden**  
January 1996 - Present

**... to  
Present**



# AIA'S CIVILIAN TEAM



Comprising over 18 percent of the total work force, Department of Defense civilians are an integral part of the Air Intelligence Agency team. These innovative and mission-oriented professionals strive for technical excellence in fields of work ranging from laborers and security clerks to scientists and engineers.

Working side-by-side with the military work force, civilians perform mission-critical functions such as collecting and analyzing intelligence information to include foreign aerospace intelligence, interfacing with peers in cabinet level agencies and international dignitaries, and even deploying to worldwide locations in support of contingency operations.

Civilians provide continuity and technical expertise in the rapidly advancing, highly technical field of information operations.

### **The Agency employs:**

- More than 430 civilian engineers
- 330 intelligence specialists
- 140 scientists & mathematicians
- 130 computer specialists
- 900 support personnel in grades beginning at GS-1 and WG-2
- Nine senior level positions above the grade of GS-15

### **SUMMER INTERN PROGRAM**

AIA is now testing the Summer Intern Program to expose college students to information operations and the intelligence community, thus interesting them in a public service career after graduation. It encourages

public service that is personally and professionally rewarding, and strengthens the awareness that our Air Force is the best in the world through a first-hand work experience.

To qualify for the Summer Intern Program, an individual must:

- Be a full-time college student, completing at least 12 semester hours per semester
- Have a grade point average of 2.5 or higher
- Have U.S. citizenship and have the ability to obtain a Top Secret clearance

The employee must also follow the drug testing policy and may be hired at grade GS-2 to GS-5, ranging from high school to college graduate in skills such as computer, intelligence and engineering.

Mingled in with their work and training experience, the summer interns are provided mission orientation and other operational briefings, along with cross-feed sessions with the program manager. This gives them an opportunity to get a first-hand look at the intelligence community "behind-the-scenes." Because of the success of this first summer exposure, there are plans to enlarge the program in 1998.

A great deal of the credit for the program's success goes to commanders, headquarters directors and first-line supervisors for providing interesting, meaningful work and guidance to these new employees.

### **Summer and Student Employment Programs**

Another way to acquaint prospective applicants with AIA is through our summer and student employment programs.

Student employees are normally college students enrolled in accredited schools who work part-time while attending college and full-time during the summer and holiday breaks — generally performing clerical and other routine office duties.

Summer employment is open to all applicants and offers a variety of office and laborer-type work from May through September. It provides a needed supplement when many of our permanent employees are taking their vacations.

Changing missions within AIA has resulted in a high demand for specific professional skills such as electronic engineers and computer scientists.

To meet this constantly growing demand, AIA has increased its allocation for intern positions. Job fairs, college and university recruiting visits are used to acquaint college students with AIA and its role in national security. Flexible compensation authorities are used to further attract and hire these applicants.

Selected graduates are assigned to centrally funded positions and normally enter the work force as a GS-5 or GS-7, progress through GS-9 and achieve the target grade of GS-11 or



# AIA Civilian Personnel

GS-12 while satisfactorily completing a three-year formal training plan. After training, the intern's organization provides one of its funded billets and the centrally funded billet is used to hire another intern.

The intern program has enjoyed a high degree of success for nearly 20 years by allowing the agency to grow its own professional staff. Though hiring is done by the San Antonio, Texas, office, interns are also placed in positions at Wright-Patterson Air Force Base and Patrick Air Force Base.

## Civilian Career Management Program

Another on-going initiative is our Civilian Career Management Program established in 1994. The program is designed to prepare high-potential employees for key managerial and leadership positions, create a pool of

well-qualified employees with diversified skills and experience and enhance the quality and broaden the experience of the civilian work force.

The CCMP is managed by a 10-member Career Management Board who are responsible for evaluating and recommending candidates for entry into the program, identifying career development job assignments and nominating employees to Headquarters U.S. Air Force for long-term training.

Assignment opportunities in the CCMP span AIA organizational lines and include designated positions at grades GS-13 through GS-15. Occupations include the Intelligence Specialist, Computer Specialist, Management/Program Analyst, Engineering, Physical Science, Operations Research Analyst, Mathematician, Computer

Science and other multidisciplinary positions. Participants may serve one or two, three-year CCMP assignments and are then reintegrated into the work force. They must sign a geographic mobility agreement as a condition for entry into the program.

The Civilian Personnel Division developed AIA's Human Resources Development Guide. An agency team with civilian and military representatives from all major units was formed to ensure agency involvement and buy-in.

In its final stage before distribution to the field, this product serves as a blueprint to guide commanders and supervisors at all levels in managing human resources, including a formal mentoring program. This tool is designed to help build human resource goals, objectives and metrics during the strategic planning process.

The guide has five simple goals: determine requirements, recruit and hire to match requirements, develop the work force to meet requirements, use resources effectively and take care of the work force. These goals should prompt organizations to develop objectives designed to accomplish each goal within their own unique setting.

The addendum to the guide provides our headquarters objectives, or those initiatives with agency-wide impact. One of these initiatives is to establish an agency-wide mentoring program for employees not covered by Air Force PD 36-34 or Air Force Instruction 36-3401. The guide is used to build unit-specific strategic plans to ensure units are doing their part to help shape a work force which we can say is the leader in executing information operations.

New initiatives are always on the horizon in the Personnel or Human Resources world, especially in this era of downsizing or rightsizing.

## Demographics

### AIR INTELLIGENCE AGENCY

#### Force Strength

Approximately 2,106 assigned

#### Work Force Structure

20.8 percent Engineers  
16 percent Intelligence Specialists  
6.6 percent Scientists/Mathematicians  
6.2 percent Computer Specialists  
4 percent Security Specialists  
46.4 percent other occupations

#### Grade Structure

GS 01-04s represent 2.1 percent  
GS 05-08s represent 20 percent  
GS 09-12s represent 44.7 percent  
GS 13-15s represent 30 percent  
SIES/SIPs represent .7 percent  
WGs represent 2.5 percent

#### Education

1.9 percent have a doctorate degree  
16.1 percent have a master's degree  
33.8 percent have a bachelor's degree  
18.6 percent have some college

#### Sex

39.8 are female  
60.2 are male

### AIR FORCE

#### Force Strength

Approximately 147,000 assigned

#### Work Force Structure

7.9 percent Engineers  
.5 percent Intelligence Specialists  
1.6 percent Scientists or Mathematicians  
2.4 percent Computer Specialists  
.5 percent Security Specialists  
87.1 percent other occupations

#### Grade Structure

GS 01-04s represent 4.1 percent  
GS 05-08s represent 21.4 percent  
GS 09-12s represent 35.7 percent  
GS 13-15s represent 10.1 percent  
SIES/SIPs represent .1 percent  
WGs represent 28.6 percent

#### Education

.9 percent have a doctorate degree  
9.5 percent have a master's degree  
19.8 percent have a bachelor's degree  
35+ percent have some college

#### Sex

35.9 are female  
64.1 are male

# Demographics

## AIR INTELLIGENCE AGENCY

### FORCE STRENGTH

Approximately 11,643 individuals are on active duty

Officers 1,678

Enlisted 9,965

### AGE

#### Average Age by Grade — Enlisted

|                        |      |
|------------------------|------|
| Airman Basic           | 23.5 |
| Airman                 | 20.6 |
| Airman 1st Class       | 22.5 |
| Senior Airman/Sergeant | 25.7 |
| Staff Sergeant         | 31.9 |
| Technical Sergeant     | 36   |
| Master Sergeant        | 38.3 |
| Senior Master Sergeant | 41.4 |
| Chief Master Sergeant  | 44.8 |

The average age of the enlisted force is 31.6

#### Average Age by Grade — Officer

|                    |      |
|--------------------|------|
| 2nd Lieutenant     | 26.6 |
| 1st Lieutenant     | 26.9 |
| Captain            | 31.8 |
| Major              | 39.3 |
| Lieutenant Colonel | 44.8 |
| Colonel            | 49   |
| Brigadier General  | 49   |
| Major General      | 52   |
| Lieutenant General | 54   |

The average age of the officer force is 41.4

### SEX

|          |            |              |
|----------|------------|--------------|
| Officer  | Male 1,436 | Female 242   |
| Enlisted | Male 7,948 | Female 2,017 |

19.4 percent of the force are women

14.4 percent of the officer force

20.2 of the enlisted force

### MARITAL STATUS

Of the current force 7,956 are married

|          |       |
|----------|-------|
| Officers | 1,185 |
| Enlisted | 6,771 |

68.3 percent of the current force are married

70.6 percent of the officer force

67.9 percent of the enlisted force

### EDUCATION

|          |                  |     |                |    |
|----------|------------------|-----|----------------|----|
| Officers | Masters Degree   | 802 | Doctorate      | 32 |
| Enlisted | Bachelors Degree | 713 | Masters Degree | 70 |

49.7 percent of officers have advanced or professional degrees

1.9 percent have doctorates

47.7 percent have a master's degree

7.1 percent of the enlisted force have a BA/BS

0.7 percent of the enlisted force have an MA/MS

## AIR FORCE

### FORCE STRENGTH

Approximately 389,400 individuals are on active duty

Officers 76,700

Enlisted 312,700

The Air Force has approximately 15,220 pilots, 5,740 navigators and 36,600 non-rated line officers in the grades of lieutenant colonel and below

### AGE

The average age of the officer force is 34.7

The average age of the enlisted force is 28.8

Of the force, 33.8 percent are below the age of 26

39.5 percent of the enlisted force

10.5 percent of the officer force

### SEX

16.3 percent of the force are women

15.5 percent of the officer force

16.5 percent of the enlisted force

The population of women has increased

33,000 in 1975

63,500 in 1996

Women first began entering pilot training in 1976, navigator training in 1977 and fighter pilot training in 1993. Currently, there are:

311 female pilots

95 female navigators

### MARITAL STATUS

67.9 percent of the current force are married

76.3 percent of the officer force

65.8 percent of the enlisted force

There are over 18,600 military couples in the Air Force

Most are married to other Air Force members

1,100 of these are married to other services' members

### EDUCATION

#### Officers

55 percent have advanced or professional degrees

44.6 percent have a master's degree

9.2 percent have professional degrees

1.3 percent have doctorates

#### Enlisted Force

79 percent have some semester hours towards a college degree

12.8 percent have an associate's degree or equivalent semester hours

4.1 percent have a BA/BS

0.5 percent have a MA/MS

# Air Intelligence Agency



## Our Vision

The Air Force leader in  
integrating and conducting information operations  
that shape the international security environment  
and, when necessary, the battlespace.  
Securing and maintaining information dominance  
for the decision maker ... from the individual warfighter  
to the commander in chief.

## Our Mission

The mission of AIA is to exploit  
and defend the information domain.  
*We are a versatile force of professionals  
teaming to deliver flexible collection,  
tailored air and space intelligence,  
weapons monitoring, and information warfare products  
and services....anywhere, anytime.*  
We are an integral part of Global Presence.  
"Freedom Through Vigilance"